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THE NEIGHBORHOOD LEADER IN TIME OF WAR

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"He who multiplies the workers is more
valuable than he who does the work"

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THE NEIGHBORHOOD LEADER IN TIME OF WAR

Bombs that fell on Pearl Harbor were felt in every city and rural community of the United States. Prodigious war preparations in 1942 and present large-scale participation of this country in the global conflict, have brought the war to every neighborhood in the land. The efforts and stringencies of war have noticeably altered the pattern of life for rural people as agriculture has seriously accepted its responsibilities in a wartime economy.

In order that agriculture may carry out these responsibilities effectively the Secretary of Agriculture created State and County USDA War Boards. The Extension Service is one of the important agencies represented on the War Boards set up by the Secretary to carry out a coordinated and unified war program. As the Extension Service has the major responsibility for the educational aspects of the program, methods of operation have been adjusted to war conditions. Employees of the Extension Service and some 700,000 capable local leaders--men, women, and youth--recruited and trained through the years, have adjusted their activities to the national war effort. Rural leadership is of unusual importance and Extension is now training "a much larger number of local volunteer leaders to help in carrying forward all phases of agriculture's wartime program." Local leaders have been recruited on a neighborhood basis, to provide a direct channel between the Department of Agriculture and the rural families of the United States.

Development of the Neighborhood Leader system is not another job for Extension workers, but is an approach to some of the vital wartime tasks devolving upon these professional agricultural workers and upon the farm people. Many of the peculiar production problems of the far-flung agricultural plant can best be dealt with through neighborhood and community cooperation, so the techniques for building such cooperation are logically included in the educational program. Indeed some questions about vital wartime problems can be answered only in terms of the neighborhood and the community.

Taking Stock of Progress in the Great Plains

As there is great diversity in the agricultural and in the social pattern of the northern states of the Great Plains, so there is diversity in the structure of the Neighborhood Leader system. There is, in fact, no perfect blueprint scheme of organization which will fit all counties and all communities. Neither is it possible to outline cut-and-dried methods for getting rural people to assume leadership or accept responsibility. The development of the Neighborhood Leader System is in its early stages, and by taking stock of progress it should be possible to improve the understanding of wartime problems and the planning for future efforts. County Extension agents, who know the local situation, can best apply sound

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organization principles to the wartime program of the Extension Service. On the basis of considerable experience in working with farm people and professional Extension workers in scores of counties in the seven northern States of the Great Plains ^{1/} the following suggestions are presented for the consideration of County Extension Agents:

(1) The Selection of the Neighborhood Leader -

Neighborhood leaders were usually selected by County Extension Agents, and were not generally elected by the people. Community leaders and other local people were often consulted before appointments were made, however, and this provided a basis for selection of local leaders. In a certain sense a person is a leader if his neighbors follow him. By talking with a sufficient number of people it is often possible to discover the real leaders in a neighborhood group. Therefore, in many counties the selection of leaders was in reality made by the groups of neighbors. Where there was wide participation in the selection of the appointed persons, leaders were usually chosen with whom the followers were in the desired relationship.

In some counties many of the neighborhood leaders were actually elected but, for the most part, time did not permit the holding of meetings for this purpose at the time this program was launched. It is safe to say that where it was possible to observe the fundamental principle of organization--appointing the leaders the people themselves recognize--the neighborhood leader organization is most likely to be effective. Many Extension Agents appointed temporary leaders and have subsequently suggested election by the neighborhood groups. Frequently the original leaders were later elected, but the election provided for democratic election of the leaders. Other Extension Agents plan to suggest elections at a later date. A person will not turn out to be a good leader simply because he is willing to accept appointment, nor because he cooperates with the Extension Agent. For this reason many Extension Agents have made an effort to get the people to participate in the selection, either by election or by consultation with local people.

One method by which leaders could be elected would be to ask all leaders to call neighborhood meetings at an appropriate time, especially where the organization has not functioned well. A problem in this connection arises from the fact that there are several other factors in the effective functioning of the neighborhood leader system. Where the unit is not a natural neighborhood area, for example, it would be difficult to elect a representative leader of the group. In a natural neighborhood group, on the other hand, this could be done easily if the objectives were outlined and a few suggestions were made regarding the function of the neighborhood leader. The judgment of the Extension Agents and local people must always determine the representativeness of the present leadership organization.

^{1/} Kansas, Nebraska, South Dakota, North Dakota, Montana, Wyoming, and Colorado.

(2) The Status of the Neighborhood Leader -

When a farmer, busy with all-out production on his own farm, is asked to serve as a neighborhood leader he naturally is inclined to question the practical value of such work. Intangible and undramatic, it does not always challenge his whole hearted cooperation. He does not relate it, easily, to the war nor to the democratic solution of peacetime problems after the war. But the wholeheartedness of citizens in accepting leadership responsibilities, not only in high places but down to each little neighborhood in town or country, is important to the Nation's war work. Why should we not consciously build up the status of the neighborhood leader? Some counties that have available radio facilities direct the broadcast to the neighborhood leaders once a month. In one State a State Extension broadcast each month is to the neighborhood leaders. This gives publicity to the neighborhood leaders and the cumulative effect of such broadcasts should be helpful. Some counties periodically send a general letter to all families, in which the names of the man and the woman leader are written in. The emphasis should always be upon the responsibility of the neighborhood, in relation to which the leader functions.

In some counties a neighborhood and community map of the county is prominently displayed in the County Extension Office showing the names of neighborhood leaders in place. This visual aid can be helpful in promoting the general acceptance and understanding of the Neighborhood Leader system in the local communities. Moreover, it can be used to raise the level of interest among the neighborhood leaders. Many people need help in visualizing how their service is related to that of other persons. In some counties that use such maps they have been very effective and have often "paid for themselves in a single meeting," according to the local leaders. Local newspapers frequently offer to give publicity to such maps.

One midwestern State has been considering a special "E" award for neighborhoods, based upon suitable increases over their production of the previous year and certain other conditions, such as neighborhood cooperation and outstanding accomplishments in other wartime activities.^{2/} The neighborhood area would be determined by local people themselves, and awards would be placed within the reach of every neighborhood, not merely the high-producing areas. The award would stress the important part that every family and every farm plays in gaining the award. It may be desirable to choose some other symbol closely paralleling the "E" for civilian groups. Such a State-wide system of awards would stimulate neighborhood effort, if given discriminating publicity, and would be an incentive to local groups and neighborhood leaders. It would emphasize the importance of neighborhood initiative, and would focus public attention upon outstanding neighborhood achievement. Similar recognition of the accomplishments of neighborhoods can be sponsored by individual counties with the cooperation of local newspapers and civic organizations. Some counties may prefer to develop their own criteria of excellence and to use less formal means of giving recognition. The principle of neighborhood recognition for extraordinary effort and

^{2/} Iowa Farm Economist, June 1943.

achievement has merit, whatever form the recognition might take. Neighborhood leaders could play an important part in getting the participation of all families in the neighborhood and stimulating cooperative effort.

(3) The Training of Neighborhood Leaders -

Talks with neighborhood leaders leave no doubt about the need for some form of training to build up the interest, confidence, and understanding of a majority of the leaders. It is not enough to evaluate the results and decide that the system works or does not work. The Extension Agents in many counties are keenly aware of their responsibility toward the neighborhood leadership system, and feel the need of effective training especially for the inexperienced leaders. Admittedly, the work of neighborhood leaders is often a thankless job. The very real satisfactions that come from community service of any kind are long-run compensations, so the beginner usually needs generous recognition and appreciation, as well as guidance from experienced leaders. "The success of the neighborhood leaders in dealing with wartime programs will depend largely upon the adequacy of their training." 3/

A training program needs to be streamlined and geared to wartime conditions, and it must not over-tax the time of County Extension Agents nor of the neighborhood leaders. A well-thought-out program of training and neighborhood participation can contribute to the over-all wartime program and should be a good investment rather than an additional burden. Various practical training methods have been used with good results in many counties.

Training Meetings - The several neighborhood leaders in a community can be brought together occasionally to discuss their job and any problems encountered in their work. If the key leader in the community participates in calling and conducting the meeting it will be helpful in many ways. The purpose of such a meeting should be broader than the discussion of a particular assignment. It should be planned to broaden the viewpoint of the leaders, to build up their interest, to explain how neighborhood leaders can help, and to emphasize the significance of the work to agriculture and to the Nation.

Systematic Personal Contact - Systematic communication with neighborhood leaders by the community chairmen or key leaders and Extension Agents, with a view to answering their questions and giving encouragement, has helped in some counties. If community chairmen will accept such responsibility they can do a great deal. It would be unreasonable to expect them to make frequent visits to a neighborhood leader's home, but helpful contacts can be made over a period of time. With a little guidance the community chairman can be of real assistance to the agent in developing and maintaining interest. Some agents carry on a definite, continuous educational effort with the individual leaders and especially with the community chairmen.

3/ Training Neighborhood Leaders, USDA, Extension Service, Circular 397, Gladys Gallup, Senior Home Economist, Division of Field Studies and Training, November 1942

Mail - Concise and timely letters to neighborhood leaders, emphasizing the significance of some phase of the work, have been surprisingly effective in some counties. The cumulative effect of carefully written letters can be very helpful. Such letters can be sent when transmitting news letters or other material. Close personal relationships are very important in the functioning of the neighborhood leadership organization. The most effective letters are personal, and even a general letter should be personalized so far as possible.

(4) Consultation with Neighborhood Leaders -

"In a multitude of counsellors there is safety". It may be assumed that neighborhood leaders reflect the collective judgment of farmers, and they are in close touch with current problems of families in their respective neighborhoods. Hundreds of years of farming experience is represented by the neighborhood leaders in a county, and this experience is a valuable resource to professional agricultural workers. These leaders can be asked for information and judgment about many practical problems. By answering timely questions on prepared cards, through community chairmen or in community or county conferences of leaders, these leaders can make a real contribution. Incidentally, such consultation indirectly builds up the interest of the leaders.

(5) Neighborhood Mobilization for Action -

In many counties it has been found that interest of leaders is greatly stimulated by wartime projects of an action character, such as a well-organized labor and machinery exchange program, scrap-metal collection, or other community-wide action. These tangible activities appeal to many practical people who do not respond as readily to strictly educational programs. Often the interest thus aroused has significance for the broader wartime Extension program of education, planning and action, and for the established extension program.

Desirable Characteristics of Group Leaders

The importance of local leadership in a democratic society can hardly be overemphasized. Many extension workers have had years of experience in recruiting and training local leaders. This experience has stood them in good stead as they have developed the wartime neighborhood leader system. Some Extension Agents have had particular interest in this approach to their job and have developed considerable skill in identifying potential leaders and training them for service. The task of recruiting and training additional neighborhood leaders to strengthen present neighborhood organization and to replace inactive leaders falls to most County Extension workers. For the benefit of professional workers with less experience in this work it may be useful to outline some of the desirable traits of rural leaders.

These suggestions are based upon experience and observation in working closely with rural people and Extension workers in the northern States of the Great Plains.

(1) Educational Qualifications of Group Leaders -

There is a mistaken notion that a leader needs to be a fluent talker. A command of language is desirable but it is not necessary for the leader to be a public speaker. Fundamentally the ability of expression depends upon having something to say--some knowledge of the subject--and upon ability to make up one's mind and make right decisions most of the time. Observation of the real leaders in rural communities indicates that they are not necessarily the most vocal or fluent individuals in the group, but rather persons of recognized sound judgment and good will.

The leader need not be an expert on subject matter, but should have ability grounded in general education, attendance at conferences, short courses, etc., or in well-selected reading, as well as frequent discussion with others. A leader should be able to influence the thinking of the group. One factor in this phase of leadership is a desire to be of some good to the people in the group. A person who is sincerely interested that his neighbors should get ahead financially; that they have well-kept and attractive farms; that they have good wholesome food on their tables; that they be well clothed; that their children become educated--in other words that the community generally become a better place in which to live--this person has gone far toward qualifying for leadership in the rural community. These characteristics indicate broad education of the mind and heart. The successful leader is well adjusted, has a sane outlook, and feels at ease in the presence of others. This makes him "likable" and "easy to get along with." Others feel good in the company of well-adjusted persons--feel satisfied, and have a sense of fitting in. A good leader is tolerant and appreciative of others and has a sense of humor. These qualities stimulate other persons and raise the whole level of the group relationships.

(2) Conforming to the Mores of the Group -

A successful leader must remember that local custom is a strong force in controlling behavior in the rural community; it changes very slowly, and the leader can rarely disregard it without losing the confidence of the people he would lead. This characteristic of rural groups should be borne in mind when selecting leaders and in any training activities. The modes of conduct in an American community are seldom so complex or difficult as to make conformity burdensome, and anyone who wishes can learn local customs and show respect for them.

(3) Identification With the Group -

Persons growing up within a rural neighborhood are usually assimilated into the group, but it remains for them to retain group confidence. This occurs automatically when a person uses his abilities to serve the interests of the group, and respects the local customs. A newcomer may have to learn the local customs and demonstrate that he has experience similar to that of others in the group, and in some cases he must show that his problems and interests were similar. The person who holds social values highly has a distinct advantage in leadership in an American rural community.

(4) Sincere Interest in the People of the Group -

There is little chance for a person to be a real leader unless he has a personal interest in the people and in what they are doing. To become interested in people it is usually necessary to know something about them, their problems and their interests. Effective leaders have found it helpful to talk with people at every opportunity, inquire of their welfare, of the family, and occasionally to ask their views. If such interest, is genuine it enhances the personal relationships, and builds up the enthusiasm of the leader for the people and the project.

It goes without saying that the leader should not seek personally to profit at the group's expense. To profit at other people's expense is as fatal as to laugh at them--to profit with them and laugh with them is another matter. Moreover, the group must be made to feel that the leader is sincere; if they believe that he is insincere the results are much as if he were. It is therefore important that the leader keep his group well informed on all matters where misunderstandings might arise. He needs to keep his program within the views of others in the group.

(5) Tact -

Rural people, generally, do not reach decisions so readily as city people who are geared to action and who are frequently forced to make decisions on the spot. The tactful leader tries to show people that a given enterprise is significant to them. As constructive thought is stimulated about the project, its significance will unfold. One advantage in allowing time for deliberation is that the people are more likely to accept the idea as their own. Thus the collective purpose of the group will be behind the activity and not the personal interest of the leader, alone. Although the successful leader is one who talks in terms of the other person's interest, he must be able to influence the thinking of the group.

Recruiting Neighborhood Leaders

Many County Extension Agents have indicated that the development of the Neighborhood Leader system has brought to light a large number of capable new workers. In most small neighborhood groups there are persons who are or can become skillful and effective leaders. When the natural neighborhood is once identified the task of identifying the natural leader is greatly simplified. Several interests give common ground for organized neighborhood action, and these are important in enlisting the cooperation of potential leaders. The commonsense approach takes into consideration the folkways and the recognized problems of the group. Community-minded local leaders have been surprisingly responsive and it is safe to assume an interest in such basic things as:

(1) Making a Living -

Raising the level of living of farm people is both an individual and a neighborhood interest--we can do some things together which we can not do alone. The neighborhood leader has an opportunity to be the focus of neighborhood planning and action.

(2) The War Effort -

War programs are often, of necessity, group activities. Such group efforts have a definite effect upon local morale as well as getting a particular war job done. Neighborhood leaders can help with neighborhood mobilization.

(3) Neighborliness -

War has brought a noticeable shift toward neighborhood consciousness and responsibility. Neighborhood recreation has been revived in many places, and useful discussions of agriculture's part in the war and the issues of war are fortifying democracy for the efforts and stringencies of war and for the difficult post-war years. Neighborhood leaders can encourage the organization of neighborhood activities.

Many extension programs have significance for every family in the county and in wartime they appeal to numerous families who have been largely untouched in the past. By the group approach the benefits of the farm and home projects which contribute to the food supply, the health, and the morale of a Nation at war, can be vastly extended. This type of war activity should have a broad appeal to neighborhood leaders who have been mobilized during the past year, and to other potential leaders.

One of the good leadership resources in the rural community is represented by the rural young people--single and married folks between the ages of 17 and 30. They are often valuable potential leaders for several reasons. (1) They have social needs, which dovetail naturally with the functions of neighborhood leaders, (2) they have abundant energy, which can

find an outlet in constructive activity in their neighborhoods, (3) they are recently out of school, and their enthusiasm can be a decisive factor in many neighborhood activities, and (4) they have a stake in the future and need to be given responsibility, for their own sakes as well as for the sake of the community.

It is true that some of the young people have left for war work or the Armed Services, but many remain and others will return. It would seem especially important for those who are making their contribution to the war, as civilians, to have a sense of playing a vital part in their own communities. The integration of the leaders in this age group with the older established group of local leaders should not be difficult. Practical ways should be found to utilize their leadership abilities according to their several capacities. The younger single persons can often serve as assistants to older leaders or can have responsibility for appropriate activities, while capable young married people may often prove to be effective neighborhood leaders. Many rural young people have had valuable experience in 4-H, FFA, or in school activities, and some of them miss these earlier organized group activities and would welcome such responsibility. Progressive County Extension Agents are wisely building these younger leaders into the neighborhood leader program, to vitalize the organization and to develop leadership for the future.

Relation of Neighborhood Leader Plan to Community and to Other Extension Methods and Programs

In many counties a comprehensive program of education, planning, and action is carried on through neighborhood leaders. The various aspects of the job are fused into a wartime program of rural mobilization. Extension workers in these counties do not make three distinct and separate approaches out of working with the neighborhood leader system, helping communities with their organization problems, and giving time to the commodity groups. Through coordinated planning the neighborhood leader system becomes merely a development of a plan of representative organization in the community, with the commodity leaders integrated into the over all organization. In the commodity leaders, the Extension Service has persons capable in dealing with such problems as poultry, livestock, crops, canning, etc. In the past these people have been given a great deal of assistance from the Extension Service. Sometimes they have not assumed much responsibility for transmitting what they know to their farmer neighbors.

It may be well to recognize that there is a distinct difference between a leader and a technician. In some cases they may be one and the same person, but where they are not it is a question of how to utilize the leader and then place the responsibility upon the leader for bringing in the appropriate technical help from commodity leaders. The neighborhood leaders who have leadership ability may lack the necessary skills and technical training to be effective in a specialized activity, but they may be highly effective in mobilizing the neighborhoods.

The Nation is a team made up of millions of people, cooperating in hundreds of ways to do things they want to do and produce things they need. This teamwork is organized by communities. In thousands of communities throughout the Great Plains the manifold operation proceeds so easily and naturally that nobody pays much attention to it. Rural people function according to a democratic pattern based upon their needs and aspirations; the social, educational, religious, fraternal, and business relationships of a community make up the context of individual and group behavior. Well established groups such as churches, schools and civic, social and farm organizations often have strong local leadership and they are influential in the rural community. Many voluntary association groups carry on strong programs reflecting the social values cherished by the people. Some of these programs have been well financed and directed by local people for many years. Moreover, the local leaders have had extensive experience in community and neighborhood activities and leader-follower patterns are well developed; local people have demonstrated capacity for initiative and effective organization to get things done in the community. Informal association, mutual aid and cooperation, as well as organization, play a part in the functioning of the people. Placing the neighborhood leader system on a sound community basis, therefore, will strengthen the community and at the same time make for a more effective leadership system through which Extension can work in furthering the war. A community committee, representing town and county families, would help to bind the whole community together. Such organization is important during the war and will be needed in the post-war period. Complex problems of many kinds will arise with the coming of victory, and sound neighborhood and community organization will provide one of the best ways of dealing with them.

Building the Neighborhood Leader Plan of Organization with Considerations for Neighborhood and Community Plans

A few broad generalizations may be outlined about three phases of the Neighborhood Leader system, based upon the experience of many counties in the northern States of the Great Plains. These are the result of wide contact with farm people and professional agricultural and home economic workers in scores of counties.

(1) The Neighborhood Group -

The judgment of local people was usually the basis of the present delineation of the neighborhoods. But because it was hurriedly done, there are some instances of superficial groupings of families. The goal of the program has been to group the families in such a way that the neighborhood leadership may function easily, in the day-to-day contacts and relationships. In many neighborhoods the results have been very good and this may be due to (1) fortunate natural grouping of the families (2) exceptional leaders who have been able to overcome the difficulties, or (3) sound delineation of the natural neighborhood areas.

To save the precious time and tires of the leaders, their tasks should be simplified so far as possible. The number of families per leader and the convenience with which they may be contacted are important. This has been considered in determining whether a neighborhood group should be 4 or 20 families, for example. Should the list of families for which the leader is responsible, now be reexamined, for the convenience with which they may be contacted as "neighbors" without much extra travel? To assure that leaders will function as intended, the actual neighborhood association pattern would seem to be important. Such a recheck of the neighborhood groups could be made easily if the several neighborhood leaders in a community were brought together in a community meeting. Existing neighborhood groups should not be ignored, but should be utilized for promoting neighborhood activities and programs. A rural church, a Grange, a Farmer's Union local, a Farm Bureau group, an Extension project club, a social or recreational club, is often a compact and well organized neighborhood group. In many cases these local organizations are not all-inclusive and the neighborhood leader will need encouragement to include all families in the area, in the neighborhood group. Some of these groups may seem too large, but it should be noted that the well organized neighborhood group can be larger without overtaxing the leader. If the neighborhood area in which members of an existing organization live is too large the families can easily be divided between two or more leaders on a geographical basis. This is especially important if there are many non-member families in the area covered by the organization.

Organizations and agencies that serve farm people have often overlooked the actual existing neighborhoods, and have superimposed on the natural pattern of neighborhoods a rigid township, precinct, or block organization. This sometimes cuts directly through natural groups and ignores the association habits and sentiments of the neighborhood. Neighborhood relationships are based upon a variety of factors--some are cultural or institutional (nationality, religion, etc.) and others are physical (topography, type of farming, etc.). This variation often appears within small areas, like counties. But whatever the basis of neighborhood association, rural families seldom live in solitude. Habits of association and neighborhood relationships represent the actual functioning of rural society. Social groups in which local leaders function are usually confined within local neighborhoods and communities. In this area personalities are often as important as issues in deciding the immediate course of action. Some neighborhood groups are entirely informal, with the strongest leaders at times holding no office. If the natural leaders of neighborhood groups can be enlisted this will vastly strengthen the organization for wartime needs and for the regular Extension programs.

(2) The Community Area -

For training meetings the townships have been grouped into communities in many counties. In some instances these may be satisfactory as a rough approximation of community areas, but a critical examination of

these community boundaries from the standpoint of trade and service area, highways, etc., would doubtless reveal need for some adjustments. In counties with more than one community center or trade area a key leader should be appointed or selected as chairman or community leader of these community meeting areas. If this chairman or community leader is well selected and trained he will be of real assistance in calling neighborhood leaders together, in maintaining interest, and in integrating programs of organizations such as churches, schools, civic bodies, defense councils, nutrition and labor committees, within the community.

Community Councils made up of responsible citizens representing the organizations, agencies, and major interests of the community have been organized in some counties. These may be known as community planning committees or by some other name. Such a council brings together representative leaders to plan action on community-wide problems, and it delegates the execution of these plans to the appropriate groups. This helps to prevent waste effort and encourages orderly and efficient promotion of the community's work. When community councils are formed with representation from the various neighborhoods in the community it provides a sound basis for organization and for active civilian participation throughout the trade or service area. Active wartime agencies such as the County War Board, the County Defense Council, and the County Labor Committee, moreover, need to have their roots in the rural communities.

(3) Mapping Rural Neighborhood and Community Areas -

The typical farm family is part of a neighborhood which may include all the way from 4 to 40 families. The people in a rural neighborhood know each other; they visit back and forth; they exchange work; they borrow and lend tools and equipment. Frequent face-to-face communication and association in work and neighborhood activities give cohesion to the neighborhood group. It is essential to recognize the natural groupings that exist, and where there are no such groupings it is important to select as the neighborhood unit, families who have as many interests in common as possible. Thus a feeling of unity and a willingness to work together may be developed more readily.

Neighborhood group organization should be based upon natural neighborhoods so far as possible. Neighborhood and community maps can be made easily with the help of local people. The following streamlined procedure is suggested as one way to map the natural neighborhoods and communities in a county:

(a) Outline the communities (trade and service areas) in the county. Two or three people at the county seat can help the County Agent if he has not been in the county long enough to know these areas. They should concentrate upon the geographical areas around the trade or service centers to which most of the farm families go most often.

(b) Select 8 or 10 persons, representing the various communities, to assist with mapping the neighborhoods of the different communities. If these people are called together the mapping can be completed in 2 or 3 hours. They should concentrate upon neighbors who have a sense of belonging together. Whether the factors are physical or cultural the local people know the geographical areas that are thought of as neighborhoods. These neighborhood areas frequently have locally recognized names.

(c) Neighborhood leaders can help by verifying or revising the neighborhood lines and the present organization can then be adjusted to fit the natural neighborhood and community areas. This may require selection of additional leaders and adjustment of the neighborhood leaders' lists of families.

BUFFALO COUNTY, NEBRASKA, COMMUNITY AND NEIGHBORHOOD MAP

Communities

Neighborhoods

Townships

